

Published daily except on Sunday by The Palestine Post Ltd. Founded in 1922 by GERSHON AGNON. Registered in the G.P.O. Copyright of all material herein reproduction prohibited without permission. Editor: TED & LUBIE. Head Office: 9 Rehov Ha'Atzma, Jerusalem, P.O. Box 81, Tel. 4293. Tel Aviv: 52 Rehov Ha'Atzma, P.O. Box 1123, Tel. 64231/2. Advertisers: 34 Rehov Ha'Atzma, Tel. 4294/5. Annual Subscription: £5.50. Single Copy: 17 Agora.

**In Khamsin take**  
**PALGIN**  
QUICK RELIEF  
EACH TABLET BEARS THE NAME "PALGIN"

# THE JERUSALEM POST

**R. & S. BEN-ZUR (INSURANCE) LTD.**  
JERUSALEM  
London Associates  
Ben-Zur (London) Ltd.  
Advise • Plan • Underwrite

FRIDAY, JULY 15, 1966  
29 Tammuz, 2566, 21 Mekhaneh, 1366  
Tel. XXXVI, No. 496

**FOR** many weary months the public has waited for some solution to the question of how to meet the pressing demands of AND the second-ary school teachers. For several years now we have been told that one of the major problems of Israel's second decade will be the provision of secondary school education. These are two important sides to a three-sided problem. The third side does not figure in the headlines of the press. Because latterly it seems to have lost all its rights. This is the side represented by the parents, who in turn represent the children.

We all know that the teachers in this country have no easy time of it, but if "The Blackboard Jungle" is any indication, neither do the teachers in other countries. In any case, the summer vacation is upon us, and every mother realizes every day what the teachers have to cope with ten months of the year.

We know that classes are too big to be manageable. We know that our high-school boys and girls, particularly those in their final year, are already adults, and that school-life may be irksome to an 18-year-old who will be in the army in a matter of months. Moreover, it is because the teachers' difficulties are appreciated, and because their economic problems are no longer any greater than those of any other government or municipal employees—that this week's incident at Jerusalem's Rehavia Gymnasium appears to the general public and especially to the parents of teenagers to be particularly distasteful.

It is by now traditional that on the day before the pre-examination holiday the pupils are allowed to have a "rag," and all over the world such a Roman holiday is looked upon with amusement, even though the young people, in excess of tension, may allow liberty to overrun into licence. No one has ever approved of the chaotic jape of turning fire-extinguishers on some of the teachers in their classrooms. The four culprits who were caught (not necessarily the only ones guilty) apologized for their behaviour. It would have been seemly for the teachers to have accepted the apology, bowed their heads, and decided to avenge the insult by refusing to allow the four young people to take part in the traditional school-leaving ceremony that was scheduled to be held on Tuesday evening. It was not surprising that the entire graduating class decided to boycott the function, with the awkward result that the ceremony had to be cancelled at the last moment—for the first time in the half-century of the school's history.

What is less understandable is the collective attitude of the teaching staff. When appealed to by a deputation of the Parents Committee to reconsider the decision, the principal refused to do so on the grounds that it would be bad for discipline and added that he was surprised that the parents did not appreciate the teachers' position. The parents might have argued that discipline cannot be imposed arbitrarily on the day the young people leave school. Many of the problems of which the teachers complain could be eradicated if more attention were paid to this aspect of the relationship between teachers and pupils. The present sorry pass results in an alienation between parents and teachers, with the child as the victim who falls into the chain between. This is not simply an internal question of pedagogy, as the school principal told an inquiring reporter on Wednesday: the cancellation of a graduation ceremony—a milestone for pupils and parents alike—is surely a matter that calls for an inquiry by the Ministry of Education.

Moreover, unless some radical reform is introduced, whereby the point-of-view of the parents and the needs of the pupils are given as much consideration as the complaints of the teachers, there can be no real progress towards the goal which all have at heart—the education, both academic and civic, of the younger generation.

## Ikeda Will Be Japanese P.M.; Kishi Stabbed

TOKYO (AP).—Fifty thousand Communist-led demonstrators yesterday marched past Parliament and the Prime Minister's residence shouting opposition to Hayato Ikeda, new head of the ruling Liberal-Democratic Party, who is certain to become Premier.

The columns of demonstrators, eight and 10 abreast, filed for three solid hours past the residence where Prime Minister Ikeda is staying. Nobusuke Kishi was stabbed in the leg by a rightist a few hours earlier at a celebration party for Mr. Ikeda.

The Government was scheduled to call a Diet session to vote Mr. Ikeda Prime Minister. Mr. Ikeda, 61, Trade and Industry Minister in Mr. Kishi's Cabinet which is scheduled to resign soon, told newsmen after his victory: "We must raise our international prestige and restore international trust. We must pursue a policy that will command the respect of the Communist nations. We must not be made fools of."

Mr. Kishi was taken to hospital immediately after being stabbed. His condition was said to be serious, and he will be up and about in some 10 days. His assailant, who was arrested, was said to be a member of Taka-kai, an underground rightist group, and to have been a member of a branch of the former dreaded, ultra-nationalist Black Dragon Society.

He refused to say why he attacked the Premier, or how he obtained a Liberal-Democratic Party badge, which he used to enter the residence.

## French Community Fetes Bastille Day

PARIS (AP).—France and the African states of the French Community celebrated Bastille Day with a grand parade through the city, a grenade thrown into a parade-watching crowd in Constantine killed four and wounded 60 in a grenade attack on a crowd of peace-loving demonstrators.

## Eichmann Picks German Counsel

Adolf Eichmann yesterday chose Dr. Robert Servatius, of Cologne, as his defence counsel, the Justice Ministry spokesman announced.

The other two lawyers who offered to defend Eichmann are a Chilean national now living temporarily in Germany, and a New Yorker. Dr. Servatius, 47, was born in Austria, and was a member of the Nazi Party from 1933 to 1945. He was a member of the Gestapo and was involved in the persecution of Jews during the war.

## The BAR MITZVA of our son DANIEL

will take place on Saturday, July 23, 8:30 a.m. at the Ichud Shalom Synagogue, 61 Rehov Ben Yehuda, Tel Aviv.

## Kennedy Sweeps Democrats' Poll

LOS ANGELES (Reuters).—The Democratic Party has chosen Senator John Kennedy, 43, to stand for the Presidency of the U.S. in November.

Firm favourite for the party's nomination from the start, the Roman Catholic Senator from Massachusetts swept aside his rivals with an ease which surprised even his own supporters.

## Kassem Blasts At Nasser

Israel Premier Kassem yesterday blasted Nasser, without naming him, as a Hitler and for claiming a monopoly of Arab nationalist feeling.

## K's Threat 'Naked Menace' U.S. Says

WASHINGTON (AP).—The State Department yesterday said that the doctrine of "naked menace" to world peace, Premier Khrushchev's implied threats that Soviet rockets might fly to Cuba to repel alleged American aggression.

## Nasser Charges Jordan Artificial

Abdul Nasser declared on Wednesday that Jordan is really part of Syria and is artificially separated by imperialists in order to provide Abdullah with a kingdom.

## Alexandria Doctor Starved in Jail

ALEXANDRIA (Reuters).—Dr. Fritz Katz, a West German Jewish doctor accused of working for an alleged Israeli spy ring, died in the Supreme State Security Court here yesterday that a written statement he had made to "investigation authorities was made under difficult conditions."

## Greek Gen. Heads Cyprus Army

NICOSIA (Reuters).—The Council of Ministers yesterday announced the appointment of Gen. Menelaos Panagiotides of the Greek Army as Commander of the Cyprus Republic Army. He is a Cypriot-born.

## 'Lie,' Says U.S. To Soviet Charge Of Espionage

NEWPORT, Rhode Island. —The summer White House said on Thursday that Russia is "just lying" when it claims that the U.S. RB-47 plane shot down over the Barents Sea had violated Soviet air space.

## K's Threat 'Naked Menace' U.S. Says

WASHINGTON (AP).—The State Department yesterday said that the doctrine of "naked menace" to world peace, Premier Khrushchev's implied threats that Soviet rockets might fly to Cuba to repel alleged American aggression.

## U.N. Orders Military Aid For Congo, Asks Belgians to Go

UNITED NATIONS. — The Security Council yesterday called on Belgium to withdraw her troops from the Congo and authorized the provision of U.N. "military assistance" to the young republic.

## Guatemala Asylum Fire Toll Over 200

GUATEMALA CITY (AP).—More than 200 persons were burned to death in a fire at the National Income Asylum here.

## Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

## Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

## Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

## Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.

### Von Horn Heads UNEF in Congo

General Carl von Horn, Chief of Staff of the U.N. Truce Supervision Organization since March, 1954, will fly to the Congo some time today to assume command of the U.N. troops who are to arrive in the strife-torn African state over the weekend.

### Belgium Asks U.N. Aid to Stop Rupture with Congolese Govt

The Belgian Government last night sought the U.N.'s help to avoid a clear break with the Congo, which had earlier notified Brussels that diplomatic relations would be terminated.

### Belgians Mob Premier Lumumba

LEOPOLDVILLE (Reuters).—Premier Lumumba was mobbed by a menacing crowd of Belgians at the airport here last night, and one struck him a glancing blow in the face.



















# Analyzing the Western Immigrant

## Radio Review

THAT hardy annual — the migration from the West — came up for discussion on Monday night. The West turned out to be England and the U.S. and nobody mentioned such an important country as South America. But that is part of the general ambivalence that has infected this problem.

The other day I heard an American visitor ask about an ex-American Israeli in a high position. "Has he tried to build a bridge between our two countries? Has he tried to make it easier for me to settle in Israel?" Some of the participants in the discussion did try their finger on the faulty implicit in this outlook — "Assimilation," said the chairman, "depends both on the extent to which the country needs the immigrant and to which the immigrant needs the country." It is true that Israel needs immigrants but the does not have to induce them with promises and bounties. There was a time when there was a shortage of western skills but this has been largely met by the East European immigration. If we need know-how, it will be cheaper and wiser to hire it than to try and attract half-willing immigrants by all kinds of inducements. The first prerequisite of free immigration is a healthy urge to settle in Israel and to throw in one's lot

with the people of Israel — an unqualified willingness to help the country, not in a spirit of altruism, but because the immigrant knows he is thereby helping himself. Moreover the immigrant must come for positive reasons — and not, like so many from the West, to escape from their own personal problems. Some of these who have come with problems have found the solution and been absorbed; but the majority have kept their problems because of their difficulties resulted from their mentality rather than their environment. It would be tragic too if immigrants came, as the chairman stated, to escape problems such as assimilation and mixed marriage. If this is the sum total of their motivation, they would be better off in a ghetto abroad.

Monday night's discussion was interesting and lively but I would have liked to have heard someone say simply "Why all the fuss about immigration from the West? Welcome to those who come — and good luck to the rest." All the talk about the "multiplicity of agencies" and the advisability of concentrating them under one roof appeared academic in this light; the immigrants should be thankful that there are so many agencies interested in their welfare. Of course, we should improve efficiency here as in other spheres, but that is not the root of the matter. The root is the mentality of the newcomer — a Uzi Beitin commented, "greater stress should be laid on social integration. If we can afford them some special attention and help, well and good — but

any preferential treatment must not be allowed to obscure the basic fact that it is he who has chosen to come to Israel and he must realize that he will get more from Israel than he can possibly contribute.

I WAS filled with admiration for the perspicacity and erudition exhibited by Dan Meron in his broadcast — on Joyce Cary last week. It was serious and searching; an excellent example of literary scholarship that analyzes the author but loses his essence. There is wonderful fun and gusto in Cary's trilogy; but the listener must never have forgotten it. It is perceptible to observe that Sara is the eternal feminine and Gulliver Jimson personifies art — but there is a danger of losing the Teresian quality of the work. The "Horse's Mouth" shows him one of the great modern masters of metaphor.

Mr. Meron's illustrated talk contained much that was original and would have interested Cary fans, as yet limited in number in this country. I doubt whether anyone who does not know Cary's writings would have listened through this feature, which should have been heard on the Radio. Wavelength instead of on peak listening time on the First Programme.

CALEI Zahal's new magazine, edited by David Kahlon, is pleasant enough and will find an appreciative audience. Fault can be found with individual items

but the structure is light and appealing. Last week's edition got into an awful mess in trying to talk to an El Al plane; this was an unfortunate experiment which should have been dropped when technical difficulties were met or, safer still, pre-recorded (although the emphasis throughout the programme on hearing things as they happen does add to the overall effect and tension). As it was, we got such gems of conversation as: "Interviewer (in Israeli): 'Are there interesting people on board?' Crew official (from plane): 'I don't know. They're all eating just now.'"

Other items included a capsule discussion on mixed schooling, a feuilleton which was far too serious in this context (unless the intention was deliberately to make certain elements of the audience think a bit), an interesting but overlong report from the Lydda airport control tower, a quiz and late news from a

morning paper newscaster (a gimmick used by Kai Tiersky a few years ago).

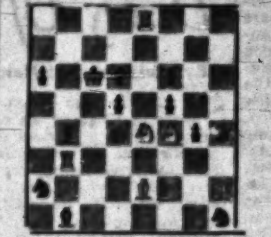
PROFESSOR Duber's review of the article that appeared in the Jerusalem Post in April, Professor Duber makes an excellent story-teller and I found the piece as fascinating and incomprehensible as when I read it.

PICK OF NEXT WEEK'S PROGRAMME: "Should the music of Strauss and Wagner be played on the radio?" (Mon. 7.30); "The House of the Dead" (Tue. 7.30); "The House of the Dead" (Wed. 7.30); "The House of the Dead" (Thu. 7.30); "The House of the Dead" (Fri. 7.30); "The House of the Dead" (Sat. 7.30); "The House of the Dead" (Sun. 7.30).

AUDIO

## Chess

Problem No. 1263  
J. Goldschmidt, Rishon LeZion  
Israel-Danmark Tourney



White moves in two (2c)

SOLUTIONS: Problem No. 1263 (Baltic). 1.Qd1: Kc4; 2.Qd2: Kc4; 3.Qd3: Kc4; 4.Qd4: Kc4; 5.Qd5: Kc4; 6.Qd6: Kc4; 7.Qd7: Kc4; 8.Qd8: Kc4; 9.Qd9: Kc4; 10.Qd10: Kc4; 11.Qd11: Kc4; 12.Qd12: Kc4; 13.Qd13: Kc4; 14.Qd14: Kc4; 15.Qd15: Kc4; 16.Qd16: Kc4; 17.Qd17: Kc4; 18.Qd18: Kc4; 19.Qd19: Kc4; 20.Qd20: Kc4; 21.Qd21: Kc4; 22.Qd22: Kc4; 23.Qd23: Kc4; 24.Qd24: Kc4; 25.Qd25: Kc4; 26.Qd26: Kc4; 27.Qd27: Kc4; 28.Qd28: Kc4; 29.Qd29: Kc4; 30.Qd30: Kc4; 31.Qd31: Kc4; 32.Qd32: Kc4; 33.Qd33: Kc4; 34.Qd34: Kc4; 35.Qd35: Kc4; 36.Qd36: Kc4; 37.Qd37: Kc4; 38.Qd38: Kc4; 39.Qd39: Kc4; 40.Qd40: Kc4; 41.Qd41: Kc4; 42.Qd42: Kc4; 43.Qd43: Kc4; 44.Qd44: Kc4; 45.Qd45: Kc4; 46.Qd46: Kc4; 47.Qd47: Kc4; 48.Qd48: Kc4; 49.Qd49: Kc4; 50.Qd50: Kc4; 51.Qd51: Kc4; 52.Qd52: Kc4; 53.Qd53: Kc4; 54.Qd54: Kc4; 55.Qd55: Kc4; 56.Qd56: Kc4; 57.Qd57: Kc4; 58.Qd58: Kc4; 59.Qd59: Kc4; 60.Qd60: Kc4; 61.Qd61: Kc4; 62.Qd62: Kc4; 63.Qd63: Kc4; 64.Qd64: Kc4; 65.Qd65: Kc4; 66.Qd66: Kc4; 67.Qd67: Kc4; 68.Qd68: Kc4; 69.Qd69: Kc4; 70.Qd70: Kc4; 71.Qd71: Kc4; 72.Qd72: Kc4; 73.Qd73: Kc4; 74.Qd74: Kc4; 75.Qd75: Kc4; 76.Qd76: Kc4; 77.Qd77: Kc4; 78.Qd78: Kc4; 79.Qd79: Kc4; 80.Qd80: Kc4; 81.Qd81: Kc4; 82.Qd82: Kc4; 83.Qd83: Kc4; 84.Qd84: Kc4; 85.Qd85: Kc4; 86.Qd86: Kc4; 87.Qd87: Kc4; 88.Qd88: Kc4; 89.Qd89: Kc4; 90.Qd90: Kc4; 91.Qd91: Kc4; 92.Qd92: Kc4; 93.Qd93: Kc4; 94.Qd94: Kc4; 95.Qd95: Kc4; 96.Qd96: Kc4; 97.Qd97: Kc4; 98.Qd98: Kc4; 99.Qd99: Kc4; 100.Qd100: Kc4; 101.Qd101: Kc4; 102.Qd102: Kc4; 103.Qd103: Kc4; 104.Qd104: Kc4; 105.Qd105: Kc4; 106.Qd106: Kc4; 107.Qd107: Kc4; 108.Qd108: Kc4; 109.Qd109: Kc4; 110.Qd110: Kc4; 111.Qd111: Kc4; 112.Qd112: Kc4; 113.Qd113: Kc4; 114.Qd114: Kc4; 115.Qd115: Kc4; 116.Qd116: Kc4; 117.Qd117: Kc4; 118.Qd118: Kc4; 119.Qd119: Kc4; 120.Qd120: Kc4; 121.Qd121: Kc4; 122.Qd122: Kc4; 123.Qd123: Kc4; 124.Qd124: Kc4; 125.Qd125: Kc4; 126.Qd126: Kc4; 127.Qd127: Kc4; 128.Qd128: Kc4; 129.Qd129: Kc4; 130.Qd130: Kc4; 131.Qd131: Kc4; 132.Qd132: Kc4; 133.Qd133: Kc4; 134.Qd134: Kc4; 135.Qd135: Kc4; 136.Qd136: Kc4; 137.Qd137: Kc4; 138.Qd138: Kc4; 139.Qd139: Kc4; 140.Qd140: Kc4; 141.Qd141: Kc4; 142.Qd142: Kc4; 143.Qd143: Kc4; 144.Qd144: Kc4; 145.Qd145: Kc4; 146.Qd146: Kc4; 147.Qd147: Kc4; 148.Qd148: Kc4; 149.Qd149: Kc4; 150.Qd150: Kc4; 151.Qd151: Kc4; 152.Qd152: Kc4; 153.Qd153: Kc4; 154.Qd154: Kc4; 155.Qd155: Kc4; 156.Qd156: Kc4; 157.Qd157: Kc4; 158.Qd158: Kc4; 159.Qd159: Kc4; 160.Qd160: Kc4; 161.Qd161: Kc4; 162.Qd162: Kc4; 163.Qd163: Kc4; 164.Qd164: Kc4; 165.Qd165: Kc4; 166.Qd166: Kc4; 167.Qd167: Kc4; 168.Qd168: Kc4; 169.Qd169: Kc4; 170.Qd170: Kc4; 171.Qd171: Kc4; 172.Qd172: Kc4; 173.Qd173: Kc4; 174.Qd174: Kc4; 175.Qd175: Kc4; 176.Qd176: Kc4; 177.Qd177: Kc4; 178.Qd178: Kc4; 179.Qd179: Kc4; 180.Qd180: Kc4; 181.Qd181: Kc4; 182.Qd182: Kc4; 183.Qd183: Kc4; 184.Qd184: Kc4; 185.Qd185: Kc4; 186.Qd186: Kc4; 187.Qd187: Kc4; 188.Qd188: Kc4; 189.Qd189: Kc4; 190.Qd190: Kc4; 191.Qd191: Kc4; 192.Qd192: Kc4; 193.Qd193: Kc4; 194.Qd194: Kc4; 195.Qd195: Kc4; 196.Qd196: Kc4; 197.Qd197: Kc4; 198.Qd198: Kc4; 199.Qd199: Kc4; 200.Qd200: Kc4; 201.Qd201: Kc4; 202.Qd202: Kc4; 203.Qd203: Kc4; 204.Qd204: Kc4; 205.Qd205: Kc4; 206.Qd206: Kc4; 207.Qd207: Kc4; 208.Qd208: Kc4; 209.Qd209: Kc4; 210.Qd210: Kc4; 211.Qd211: Kc4; 212.Qd212: Kc4; 213.Qd213: Kc4; 214.Qd214: Kc4; 215.Qd215: Kc4; 216.Qd216: Kc4; 217.Qd217: Kc4; 218.Qd218: Kc4; 219.Qd219: Kc4; 220.Qd220: Kc4; 221.Qd221: Kc4; 222.Qd222: Kc4; 223.Qd223: Kc4; 224.Qd224: Kc4; 225.Qd225: Kc4; 226.Qd226: Kc4; 227.Qd227: Kc4; 228.Qd228: Kc4; 229.Qd229: Kc4; 230.Qd230: Kc4; 231.Qd231: Kc4; 232.Qd232: Kc4; 233.Qd233: Kc4; 234.Qd234: Kc4; 235.Qd235: Kc4; 236.Qd236: Kc4; 237.Qd237: Kc4; 238.Qd238: Kc4; 239.Qd239: Kc4; 240.Qd240: Kc4; 241.Qd241: Kc4; 242.Qd242: Kc4; 243.Qd243: Kc4; 244.Qd244: Kc4; 245.Qd245: Kc4; 246.Qd246: Kc4; 247.Qd247: Kc4; 248.Qd248: Kc4; 249.Qd249: Kc4; 250.Qd250: Kc4; 251.Qd251: Kc4; 252.Qd252: Kc4; 253.Qd253: Kc4; 254.Qd254: Kc4; 255.Qd255: Kc4; 256.Qd256: Kc4; 257.Qd257: Kc4; 258.Qd258: Kc4; 259.Qd259: Kc4; 260.Qd260: Kc4; 261.Qd261: Kc4; 262.Qd262: Kc4; 263.Qd263: Kc4; 264.Qd264: Kc4; 265.Qd265: Kc4; 266.Qd266: Kc4; 267.Qd267: Kc4; 268.Qd268: Kc4; 269.Qd269: Kc4; 270.Qd270: Kc4; 271.Qd271: Kc4; 272.Qd272: Kc4; 273.Qd273: Kc4; 274.Qd274: Kc4; 275.Qd275: Kc4; 276.Qd276: Kc4; 277.Qd277: Kc4; 278.Qd278: Kc4; 279.Qd279: Kc4; 280.Qd280: Kc4; 281.Qd281: Kc4; 282.Qd282: Kc4; 283.Qd283: Kc4; 284.Qd284: Kc4; 285.Qd285: Kc4; 286.Qd286: Kc4; 287.Qd287: Kc4; 288.Qd288: Kc4; 289.Qd289: Kc4; 290.Qd290: Kc4; 291.Qd291: Kc4; 292.Qd292: Kc4; 293.Qd293: Kc4; 294.Qd294: Kc4; 295.Qd295: Kc4; 296.Qd296: Kc4; 297.Qd297: Kc4; 298.Qd298: Kc4; 299.Qd299: Kc4; 300.Qd300: Kc4; 301.Qd301: Kc4; 302.Qd302: Kc4; 303.Qd303: Kc4; 304.Qd304: Kc4; 305.Qd305: Kc4; 306.Qd306: Kc4; 307.Qd307: Kc4; 308.Qd308: Kc4; 309.Qd309: Kc4; 310.Qd310: Kc4; 311.Qd311: Kc4; 312.Qd312: Kc4; 313.Qd313: Kc4; 314.Qd314: Kc4; 315.Qd315: Kc4; 316.Qd316: Kc4; 317.Qd317: Kc4; 318.Qd318: Kc4; 319.Qd319: Kc4; 320.Qd320: Kc4; 321.Qd321: Kc4; 322.Qd322: Kc4; 323.Qd323: Kc4; 324.Qd324: Kc4; 325.Qd325: Kc4; 326.Qd326: Kc4; 327.Qd327: Kc4; 328.Qd328: Kc4; 329.Qd329: Kc4; 330.Qd330: Kc4; 331.Qd331: Kc4; 332.Qd332: Kc4; 333.Qd333: Kc4; 334.Qd334: Kc4; 335.Qd335: Kc4; 336.Qd336: Kc4; 337.Qd337: Kc4; 338.Qd338: Kc4; 339.Qd339: Kc4; 340.Qd340: Kc4; 341.Qd341: Kc4; 342.Qd342: Kc4; 343.Qd343: Kc4; 344.Qd344: Kc4; 345.Qd345: Kc4; 346.Qd346: Kc4; 347.Qd347: Kc4; 348.Qd348: Kc4; 349.Qd349: Kc4; 350.Qd350: Kc4; 351.Qd351: Kc4; 352.Qd352: Kc4; 353.Qd353: Kc4; 354.Qd354: Kc4; 355.Qd355: Kc4; 356.Qd356: Kc4; 357.Qd357: Kc4; 358.Qd358: Kc4; 359.Qd359: Kc4; 360.Qd360: Kc4; 361.Qd361: Kc4; 362.Qd362: Kc4; 363.Qd363: Kc4; 364.Qd364: Kc4; 365.Qd365: Kc4; 366.Qd366: Kc4; 367.Qd367: Kc4; 368.Qd368: Kc4; 369.Qd369: Kc4; 370.Qd370: Kc4; 371.Qd371: Kc4; 372.Qd372: Kc4; 373.Qd373: Kc4; 374.Qd374: Kc4; 375.Qd375: Kc4; 376.Qd376: Kc4; 377.Qd377: Kc4; 378.Qd378: Kc4; 379.Qd379: Kc4; 380.Qd380: Kc4; 381.Qd381: Kc4; 382.Qd382: Kc4; 383.Qd383: Kc4; 384.Qd384: Kc4; 385.Qd385: Kc4; 386.Qd386: Kc4; 387.Qd387: Kc4; 388.Qd388: Kc4; 389.Qd389: Kc4; 390.Qd390: Kc4; 391.Qd391: Kc4; 392.Qd392: Kc4; 393.Qd393: Kc4; 394.Qd394: Kc4; 395.Qd395: Kc4; 396.Qd396: Kc4; 397.Qd397: Kc4; 398.Qd398: Kc4; 399.Qd399: Kc4; 400.Qd400: Kc4; 401.Qd401: Kc4; 402.Qd402: Kc4; 403.Qd403: Kc4; 404.Qd404: Kc4; 405.Qd405: Kc4; 406.Qd406: Kc4; 407.Qd407: Kc4; 408.Qd408: Kc4; 409.Qd409: Kc4; 410.Qd410: Kc4; 411.Qd411: Kc4; 412.Qd412: Kc4; 413.Qd413: Kc4; 414.Qd414: Kc4; 415.Qd415: Kc4; 416.Qd416: Kc4; 417.Qd417: Kc4; 418.Qd418: Kc4; 419.Qd419: Kc4; 420.Qd420: Kc4; 421.Qd421: Kc4; 422.Qd422: Kc4; 423.Qd423: Kc4; 424.Qd424: Kc4; 425.Qd425: Kc4; 426.Qd426: Kc4; 427.Qd427: Kc4; 428.Qd428: Kc4; 429.Qd429: Kc4; 430.Qd430: Kc4; 431.Qd431: Kc4; 432.Qd432: Kc4; 433.Qd433: Kc4; 434.Qd434: Kc4; 435.Qd435: Kc4; 436.Qd436: Kc4; 437.Qd437: Kc4; 438.Qd438: Kc4; 439.Qd439: Kc4; 440.Qd440: Kc4; 441.Qd441: Kc4; 442.Qd442: Kc4; 443.Qd443: Kc4; 444.Qd444: Kc4; 445.Qd445: Kc4; 446.Qd446: Kc4; 447.Qd447: Kc4; 448.Qd448: Kc4; 449.Qd449: Kc4; 450.Qd450: Kc4; 451.Qd451: Kc4; 452.Qd452: Kc4; 453.Qd453: Kc4; 454.Qd454: Kc4; 455.Qd455: Kc4; 456.Qd456: Kc4; 457.Qd457: Kc4; 458.Qd458: Kc4; 459.Qd459: Kc4; 460.Qd460: Kc4; 461.Qd461: Kc4; 462.Qd462: Kc4; 463.Qd463: Kc4; 464.Qd464: Kc4; 465.Qd465: Kc4; 466.Qd466: Kc4; 467.Qd467: Kc4; 468.Qd468: Kc4; 469.Qd469: Kc4; 470.Qd470: Kc4; 471.Qd471: Kc4; 472.Qd472: Kc4; 473.Qd473: Kc4; 474.Qd474: Kc4; 475.Qd475: Kc4; 476.Qd476: Kc4; 477.Qd477: Kc4; 478.Qd478: Kc4; 479.Qd479: Kc4; 480.Qd480: Kc4; 481.Qd481: Kc4; 482.Qd482: Kc4; 483.Qd483: Kc4; 484.Qd484: Kc4; 485.Qd485: Kc4; 486.Qd486: Kc4; 487.Qd487: Kc4; 488.Qd488: Kc4; 489.Qd489: Kc4; 490.Qd490: Kc4; 491.Qd491: Kc4; 492.Qd492: Kc4; 493.Qd493: Kc4; 494.Qd494: Kc4; 495.Qd495: Kc4; 496.Qd496: Kc4; 497.Qd497: Kc4; 498.Qd498: Kc4; 499.Qd499: Kc4; 500.Qd500: Kc4; 501.Qd501: Kc4; 502.Qd502: Kc4; 503.Qd503: Kc4; 504.Qd504: Kc4; 505.Qd505: Kc4; 506.Qd506: Kc4; 507.Qd507: Kc4; 508.Qd508: Kc4; 509.Qd509: Kc4; 510.Qd510: Kc4; 511.Qd511: Kc4; 512.Qd512: Kc4; 513.Qd513: Kc4; 514.Qd514: Kc4; 515.Qd515: Kc4; 516.Qd516: Kc4; 517.Qd517: Kc4; 518.Qd518: Kc4; 519.Qd519: Kc4; 520.Qd520: Kc4; 521.Qd521: Kc4; 522.Qd522: Kc4; 523.Qd523: Kc4; 524.Qd524: Kc4; 525.Qd525: Kc4; 526.Qd526: Kc4; 527.Qd527: Kc4; 528.Qd528: Kc4; 529.Qd529: Kc4; 530.Qd530: Kc4; 531.Qd531: Kc4; 532.Qd532: Kc4; 533.Qd533: Kc4; 534.Qd534: Kc4; 535.Qd535: Kc4; 536.Qd536: Kc4; 537.Qd537: Kc4; 538.Qd538: Kc4; 539.Qd539: Kc4; 540.Qd540: Kc4; 541.Qd541: Kc4; 542.Qd542: Kc4; 543.Qd543: Kc4; 544.Qd544: Kc4; 545.Qd545: Kc4; 546.Qd546: Kc4; 547.Qd547: Kc4; 548.Qd548: Kc4; 549.Qd549: Kc4; 550.Qd550: Kc4; 551.Qd551: Kc4; 552.Qd552: Kc4; 553.Qd553: Kc4; 554.Qd554: Kc4; 555.Qd555: Kc4; 556.Qd556: Kc4; 557.Qd557: Kc4; 558.Qd558: Kc4; 559.Qd559: Kc4; 560.Qd560: Kc4; 561.Qd561: Kc4; 562.Qd562: Kc4; 563.Qd563: Kc4; 564.Qd564: Kc4; 565.Qd565: Kc4; 566.Qd566: Kc4; 567.Qd567: Kc4; 568.Qd568: Kc4; 569.Qd569: Kc4; 570.Qd570: Kc4; 571.Qd571: Kc4; 572.Qd572: Kc4; 573.Qd573: Kc4; 574.Qd574: Kc4; 575.Qd575: Kc4; 576.Qd576: Kc4; 577.Qd577: Kc4; 578.Qd578: Kc4; 579.Qd579: Kc4; 580.Qd580: Kc4; 581.Qd581: Kc4; 582.Qd582: Kc4; 583.Qd583: Kc4; 584.Qd584: Kc4; 585.Qd585: Kc4; 586.Qd586: Kc4; 587.Qd587: Kc4; 588.Qd588: Kc4; 589.Qd589: Kc4; 590.Qd590: Kc4; 591.Qd591: Kc4; 592.Qd592: Kc4; 593.Qd593: Kc4; 594.Qd594: Kc4; 595.Qd595: Kc4; 596.Qd596: Kc4; 597.Qd597: Kc4; 598.Qd598: Kc4; 599.Qd599: Kc4; 600.Qd600: Kc4; 601.Qd601: Kc4; 602.Qd602: Kc4; 603.Qd603: Kc4; 604.Qd604: Kc4; 605.Qd605: Kc4; 606.Qd606: Kc4; 607.Qd607: Kc4; 608.Qd608: Kc4; 609.Qd609: Kc4; 610.Qd610: Kc4; 611.Qd611: Kc4; 612.Qd612: Kc4; 613.Qd613: Kc4; 614.Qd614: Kc4; 615.Qd615: Kc4; 616.Qd616: Kc4; 617.Qd617: Kc4; 618.Qd618: Kc4; 619.Qd619: Kc4; 620.Qd620: Kc4; 621.Qd621: Kc4; 622.Qd622: Kc4; 623.Qd623: Kc4; 624.Qd624: Kc4; 625.Qd625: Kc4; 626.Qd626: Kc4; 627.Qd627: Kc4; 628.Qd628: Kc4; 629.Qd629: Kc4; 630.Qd630: Kc4; 631.Qd631: Kc4; 632.Qd632: Kc4; 633.Qd633: Kc4; 634.Qd634: Kc4; 635.Qd635: Kc4; 636.Qd636: Kc4; 637.Qd637: Kc4; 638.Qd638: Kc4; 639.Qd639: Kc4; 640.Qd640: Kc4; 641.Qd641: Kc4; 642.Qd642: Kc4; 643.Qd643: Kc4; 644.Qd644: Kc4; 645.Qd645: Kc4; 646.Qd646: Kc4; 647.Qd647: Kc4; 648.Qd648: Kc4; 649.Qd649: Kc4; 650.Qd650: Kc4; 651.Qd651: Kc4; 652.Qd652: Kc4; 653.Qd653: Kc4; 654.Qd654: Kc4; 655.Qd655: Kc4; 656.Qd656: Kc4; 657.Qd657: Kc4; 658.Qd658: Kc4; 659.Qd659: Kc4; 660.Qd660: Kc4; 661.Qd661: Kc4; 662.Qd662: Kc4; 663.Qd663: Kc4; 664.Qd664: Kc4; 665.Qd665: Kc4; 666.Qd666: Kc4; 667.Qd667: Kc4; 668.Qd668: Kc4; 669.Qd669: Kc4; 670.Qd670: Kc4; 671.Qd671: Kc4; 672.Qd672: Kc4; 673.Qd673: Kc4; 674.Qd674: Kc4; 675.Qd675: Kc4; 676.Qd676: Kc4; 677.Qd677: Kc4; 678.Qd678: Kc4; 679.Qd679: Kc4; 680.Qd680: Kc4; 681.Qd681: Kc4; 682.Qd682: Kc4; 683.Qd683: Kc4; 684.Qd684: Kc4; 685.Qd685: Kc4; 686.Qd686: Kc4; 687.Qd687: Kc4; 688.Qd688: Kc4; 689.Qd689: Kc4; 690.Qd690: Kc4; 691.Qd691: Kc4; 692.Qd692: Kc4; 693.Qd693: Kc4; 694.Qd694: Kc4; 695.Qd695: Kc4; 696.Qd696: Kc4; 697.Qd697: Kc4; 698.Qd698: Kc4; 699.Qd699: Kc4; 700.Qd700: Kc4; 701.Qd701: Kc4; 702.Qd702: Kc4; 703.Qd703: Kc4; 704.Qd704: Kc4; 705.Qd705: Kc4; 706.Qd706: Kc4; 707.Qd707: Kc4; 708.Qd708: Kc4; 709.Qd709: Kc4; 710.Qd710: Kc4; 711.Qd711: Kc4; 712.Qd712: Kc4; 713.Qd713: Kc4; 714.Qd714: Kc4; 715.Qd715: Kc4; 716.Qd716: Kc4; 717.Qd717: Kc4; 718.Qd718: Kc4; 719.Qd719: Kc4; 720.Qd720: Kc4; 721.Qd721: Kc4; 722.Qd722: Kc4; 723.Qd723: Kc4; 724.Qd724: Kc4; 725.Qd725: Kc4; 726.Qd726: Kc4; 727.Qd727: Kc4; 728.Qd728: Kc4; 729.Qd729: Kc4; 730.Qd730: Kc4; 731.Qd731: Kc4; 732.Qd732: Kc4; 733.Qd733: Kc4; 734.Qd734: Kc4; 735.Qd735: Kc4; 736.Qd736: Kc4; 737.Qd737: Kc4; 738.Qd738: Kc4; 739.Qd739: Kc4; 740.Qd740: Kc4; 741.Qd741: Kc4; 742.Qd742: Kc4; 743.Qd743: Kc4; 744.Qd744: Kc4; 745.Qd745: Kc4; 746.Qd746: Kc4; 747.Qd747: Kc4; 748.Qd748: K



## Boosts Productivity

*Continued from page 10*

**PETAN TIKVA** — In Israel, the petan tikva has become the second place for productivity among the 12 international

This was reported by the general manager of the Bannan Company, Mr. Max T. Tatum, during a tour of the plant here yesterday. He was giving an account of the firm's progress to the Minister of Commerce and Industry, Mr. Ramesh Babu, during the latter's "Productivity Week" visit to the plant.

The company's production has risen from 600 tons in 1952, the year it was established, to 1,200 tons during April-June 1955. Mr. Tatum

The firm began operations with a labor force of 10 and today employs 600 persons.

Mr. Capin, praising the firm's progress and that of the country, said that at some time, he had been inclined to believe that the country would not be produced in the country. He added that it was "an industrial motto should be: 'A father wage package for the workers, and higher profits for investors.'"

[illegible]

Pal. Elect. 87/88	308
Nat. Oil Co.	308
Local Authority	308
% Keros Agency	308
% Keros Haywood	308
% Keros 88/89	308
Fertilizer & Chem	308
Ind. Dev. Bank	308
Gen. Merg. Bank	308
Bank Leasing Inv.	308
Ramco	308
Garco	308
Gas-Ranked	308
C.A.L. Limited BOND	308
Defence Loan	308
Household Loan	308
% A	308
% C	308
% D	308
Pal. Elect. 87/88	310
Pal. Elect. 88/89	310
Local Authority	310
% Keros Haywood	310
% Keros 88/89	310
% Keros 89/90	310

[illegible]

**TODAY'S TRENDING**

Dollar Bonds:	Lower
Index Bonds:	Quiet
Shares:	Firm

Dealing in rights of B.I.L.  
1983

**AS REPORTED BY**

**UNION BANK**  
OF ISRAEL LTD

**Your International Advisors**

proudly presents  
and Mightily  
**NE HERVE**  
Singing Star  
with  
**JOSSY**  
Saxophone Rhythm Band  
Phone Hdt/a 505177  
**ILN HOUSE**

Country Club  
Sion-on-Sea.

RE CO. LTD.  
high in the comic new film.  
plant, Carry on Horse  
**TEACHER**

A cartoon illustration of a man and a woman. The man is on the right, wearing a suit and tie, looking towards the woman. The woman is on the left, wearing a dress and a hat, looking back at him. They appear to be in a conversation.

day, July 16  
MAY THE AMER

TEL. XVIV.







Orchestra, he appeared for many years in regular subscription concerts and special events. He suddenly began actively conducting the expanding orchestra of the Broadcasting Service. He is especially known for his interpretation of Jewish music, often appearing also as soloist in a piano concerto as he conducts.

Taub's musical qualities and his enthusiasm have enabled him to draw present talent to his Chamber Orchestra in Ramat Gan, and his ever-powering sincerity has inspired quite a number of Israeli composers to write special works for his group. Some of these have mounting up an honorable place in the Israeli repertoire. They include Shmuel Tan's "Jewish concertos" and "Jewish

Der. "Ful Ben-Haim's "Music for Strings" and Oudoun Partin' "Visitors".

Michael Taube has lately given abroad every year to conduct with much success such ensembles as the Berlin Philharmonic Orchestra. In Rome he recently conducted Mahler's Fifth Symphony. It is hoped that the example of his musical personality — so much his own

## Kandman's old "W. Man" high when they started

from to musicians and audiences unnumbered.

YOHANAN BOHN

---

## In the Groove

"Ballah!"—Edwards Luchking and his band (Durium) had vocal. AM 6:30, 1P 11:30.

SMOOTH, pleasant and always musical, good for dancing after hours, when you do not want to annoy your neighbours.

"Hance, or he succs on Colaba."

"Ballabill"—Edwards Looking

frond and his "Society Orchestra" (Vague-Had Arts), LD 677-59, 12" LP-1112-59.)  
CLOVE canons orchestration

has almost become a tra-  
dition through the angle on  
which the model is posed.  
wall may be either a window  
or a closed door) the naked  
China and Japan.  
The second room is clean  
sign. A similar developme

... Take the flat bowl  
... from its Spanish  
... that green glass  
... on a beige glass  
... ground points to a level  
... craftsmanship skilled  
... plicity of form and design  
... one of the most interesting

...to be found in the complete costume of a *Saguelli* dancer wears a board which carries embroidered dances, figures quite realistic, on either side of a six-petal flower. Somewhere figure a mounted woman, birds and monkeys and dancers. The brilliant colours are red, blue, yellow, green, orange (which tones down

or those who prefer the primitive of folk-art, a large number of Jibaro work shows utilization of feathers and entire birds; no pressure either are the feathers themselves convey the impression of a thing.

the exhibition confines itself in this respect to the Salazar and the Calderon. Is the black colour, black or deep red, of clothes for daily wear. True, they also have white cotton garments but contrast yet the all-white

...her-fan of the Yumb  
most glared among th  
er objects.

...n the whole, the gener  
e of this Ecuadorian foll  
is a moderate Puritanis  
t may be connected with  
mountain habitat of sev  
of the father

# VISION

ell is imaginative and  
rily has an instinctive feel-  
for elaboration, both in  
amentation and in actual  
ace textures, although  
et times his conceptions are  
elaborate with the result  
the emotional power of  
individual figures and

the two largest works among the most interesting file" (29) a stream of people including many children running under the shadow of a dark outstretched arm. Color is lurid, with heavy reds and whites and a poisonous

w-green. Certain areas of the canvas are somewhat too heavily delineated, but the overall effect is dramatic and resolute. The other paintings are entitled "Reconciliation of Jacob and Esau" (11), that of being the hieratic figures of the brothers. It is


interesting in a completely different manner are "Land" (19) and "Walled City" with their attractive color and varied textural surface. Among the works which particularly stress the decorative composition, richly textured, are "The Sea" (20) and "The Sea" (21).

aspect, the "Olive Leaf" note, along with some of the tree subjects as "The Alley" and "Path"; while for richness and variety of painting one should see the small "Owl" (8), a very little piece of painting where the bird is seen as part of a dark night which forms

the drawings and print-  
graphs, monotypes) show  
skill which we have  
not expected from Shre-  
vell, and particularly suc-  
cessful is the "Songs of Songs"  
a, while some of the  
such as "Aldi 11, 12, 13."



SHADE



P  
s of *disals*

700



## Management Training Still Remains Major Obstacle

By Our Labour Correspondent

THE old refrain, "It all depends on you" has this year been aimed at the country's labour force: the man at the work bench and in the field has been urged to defeat the Arab boycott by producing more and better. The week reaches its climax on Sunday when the Kaplan Productivity Prize are awarded in Haifa.

This year Productivity Day has been expanded into a Productivity Week, and the national leaders visited 50 factories, chatting with the workers about producing more goods. Such a development, which would have been as unimaginable a few years ago as the time clock that was recently introduced at the Hatafah Building, can be chalked up to the labours of the Israel Institute of Productivity.

The task of the Institute, which started in 1951, has been to make every gainfully employed person look at his task as a technician would, the end object being to raise the productivity of the country.

It took some time to overcome initial bottlenecks such as a shortage of trained staff and a general lack of response to the idea of productivity. But by 1966 there was enough interest to enable the Institute to open its first course for productivity technicians. Another indication that the idea was winning ground was the appearance of consulting firms in Israel. Beginning in 1962, within 12 months their number had risen from two to ten, employing 60 to 100 engineers and technicians. Most of their directors were former employees of the Institute or of the two original firms. Of great assistance in the expansion of the Institute's activities of the Institute are endless — from courses on conference techniques to new methods of planning graphs, fruit segments and running clothes stores in kibbutzim. All this is done with a staff of 128 although the Institute has 72 members of staff employing over 180,000 workers, and in the past year alone organized 144 courses attended by 4,667 persons.

One of the main solutions is still in its first stages is management training. The Institute found that men trained as productivity technicians often found themselves in their work when they returned to their factories. They found that they might succeed in showing a girl how to pick up ten empty cans instead of two with her ten fingers, but not in explaining productivity to her boss. But that the productivity technicians themselves could not be fully used so long as his boss remained ignorant of how best to use him.

For increased output depends on two main factors: the individual effort of each worker and the organization of his work. But there are extraneous factors which may affect the level of output, such as the conditions under which a worker travels to work, and it can be said that the level of human relations in a plant can have as much effect on its efficient production as the expertise of a mechanic. Nowadays the whole concept of management training has been changed and in Israel a special Centre for Management Training operates in affiliation

with the Institute and with the aid of experts from USOM.

Incidentally, the presence of foreign experts from USOM, the ILO and UNCTAD can be said to have had quite a revolutionary effect on our thinking, not only in the managerial field but in our entire industrial thinking. Thus if a few years ago, suggestions centred on incentive pay systems based on work norms and bonuses or on improvements in work sequences — today such concepts as cost accounting, job analysis, and office mechanization are dominant.

The Institute believes that its efforts are proven by the following figures: while in 1956 the annual production of each Israeli worker averaged IL223, in 1967 it had risen by 20 per cent to IL267. The picture will be clearer if each section of the economy is dealt with separately.

**Agriculture** — The average worker's output increased by 20 per cent over that between 1956 and 1959. This was above all due to the introduction of more efficient working methods. An outstanding example was the olive picking branch, which covers 138,000 dunams in this country. The Institute reports that recently the existence of a large part of the olive picking branch was threatened. This was due to the fact that the labour costs were 50 per cent of production overheads. The Institute's Agricultural Section embarked on a research project which resulted in the introduction of new picking equipment and techniques and labour fell to 20 per cent of the production costs.

**Industry** — This branch absorbed the largest number of workers — from 144,000 in 1956 to 180,000 in 1967. In 1956 it was IL231. This progress, the Institute believes, is the result not only of the introduction of new machinery and increasing mechanization but also progress of the personnel in their line of work and of an increase in productivity consciousness.

**Commerce** — This branch accounts for 40 per cent of the nation's investments and every reduction in costs means a saving of millions. Only of late have our housing authorities devoted any thought to reduc-

ing production costs and introducing efficiency methods. Thus the Institute's building section has succeeded in training "building efficiency technicians" and even in convincing leading building organizations to join the National Council for Building Efficiency. Among its important accomplishments are the introduction of a unified costing method for the building trade, the standardization of wooden parts and research in floor tiling.

**Services and Administration** — This sphere has hardly been touched. Such services occupations as telephone switchboard work are virgin territory for the Institute, which complains that the whole approach to office efficiency in Israel is bedevilled by the ingrained misconception that anyone can be a clerk or an office worker. Here often has one heard an executive sigh "If only I could find a decent secretary!" Our office work also suffers from a lack of job analysis and classification, and the Institute's technicians complain of the present mistaken trend in offices installing heavy instead of medium and light equipment. The Institute's Services Section is now doing its best to introduce time and motion study technicians into offices and to train telephone secretaries and receptionists on the best ways to receive the public. We all pray for their success.

**Four Major Goals** — The Institute classifies its immediate tasks into four categories: linking wages to output; increasing the scope of research work, especially comparative research in similar activities; increasing efficiency in service occupations and offices; raising management standards.

The Institute also has a foreign relations department where foreigners come to study the work of the Institute under grants from ILO, USOM and under bilateral agreements with our government. Among the countries from which requests for information has been received are India, Indonesia, Japan, Greece, Poland, Argentina, Brazil and Guatemala.

The Institute "sells" its ideas through a wide range of publications, lectures and radio visual aids. A film it made about peeling and canning citrus won the cup at our housing authorities' festival of industrial films in Rouen.

## When Plant Engineering Pays Off

Jerusalem Post Reporter

A Tel Aviv shirt manufacturer solved a business problem, his workers earned more, and the country has chances of earning half-a-million dollars — all as a result of the work of the Textile Unit of the Israel Institute of Productivity.

The manufacturer is Mr. Yacov Lahav. For years he produced shirts in a small plant at Beit Romano in Tel Aviv's Commercial Centre, but found himself severely restricted by the 200 square metres at his disposal. Some months ago, Mr. Lahav decided to expand. He found a three-storey building in nearby Rehov Wolfson, formerly a storehouse for the poultry trade. This offered him the chance of expanding his business but not knowing exactly how to go about it he applied for help to the Institute's Textile

Unit. The technicians of the Unit set down to plan the structure's conversion into a factory. They ignored the elements of floor and passage way, regarding the 1,000 square metres as a complete unit. Their aims were to provide the easy flow of material and to place equipment so as to enable the staff to work in comfort but without unnecessary moving about.

The first aim was accomplished by setting up connecting shutters between each floor. The far side of the top floor was earmarked as the stockroom for bales of cloth, in contrast to the general practice of using the basement for this purpose. A goods lift was installed to carry materials to the third-floor stockroom. The remainder of the top floor was equipped with rows of cut-

## Steel Office Furniture Stresses Adjustability

As steel replaces wood in most modern offices, shelves, desks, cabinets and accessories are becoming more efficient, compact and adjustable to different requirements. However, where the office must often double or triple duty, the problem of limited floor space and an ever-cluttered look remains. In places which must serve as combined offices, workshops, showrooms, and storerooms open shelves have been found to be the most practical installations because they can be used not only for files but also for storage and display purposes. Many offices are using rows of rows of Miromit Supaslot shelves along their walls. Clean, good-looking and easy to dust, these are practical because they are completely adjustable so that if the office decides to change the filing system, the shelves can be moved up or down and their depths changed. Every inch of the Supaslot can usually be used for some purpose.

Miromit has also come out lately with a tilting file cabinet which takes up only a third of the space of a regular cabinet of the same interior dimensions. It opens 30 cms. deep by 60 cms. wide when tilted, and the files are visible at a glance. Handsome filing shelves are also supplied by Ha'argaz, a veteran in the production of office equipment and furniture. Of olive green and gray baked enamel, these shelves are partitioned by means of metal bookends and have curved edges.

Ha'argaz produces a variety of clothes lockers for office factory employees, and accessories equipment such as mobile trucks with rubber wheels or brass casters for typewriters, calculating machines and filing cases. Recently Ha'argaz came out with a desk arrangement made to order for Mercos Taurus which will soon be in the commercial market. Two long desks, placed facing each other, provide a desk and a half, as it were, for each of the persons sitting at opposite ends of the desks. Typewriter space is provided on either side.

The drawers in these modern desks slide on rollers, permitting easy access to the very last file.

FIFTEEN WIN KAPLAN PRIZES

Jerusalem Post Reporter

THE Kaplan Productivity Prize, which are being awarded for the seventh time on Sunday in memory of the late Eliezer Weizman, Israel's first Finance Minister, are one of the main means of dramatizing the national effort for productivity by means of public events.

The Awards Committee is composed of representatives of the four bodies that appoint members to the Board of Directors of the Israel Institute of Productivity: the Ministry of Labour, the Histadrut, the Manufacturers Association and the Association of Engineers and Architects.

The committee, whose acting director is Mr. Joseph Dagan, received 21 applications for the prize. The first meeting at the end of May. Applications may be submitted by firms or by joint productivity councils as well as by individuals, and the persons or enterprises suggested for the awards need not belong to a member firm of the Institute.

The committee appointed subcommittees which went out to the plants to investigate the applicants' qualifications. The equipment will sort the cheques, post them to the specific customer's account, prepare his monthly statement and turn over to the bank — all electronically. It will also automatically calculate the consumer's new balance, which is expected to be the first step towards the possibility of book-keeping errors.

The new system includes an electronic sorting machine, developed by Messrs. Pitney-Bowes and the National Cash Register Company, which sorts 5,500 magnetically encoded cheques an hour — 12 times faster than the former manual operation. The installation at the Chemical Bank of New York Trust Company also includes two NCR electronic book-keeping machines, called Automated Post-Tronics, that will enable an operator to handle seven times as much work as previously with the mechanical equipment. Each of the Automated Post-

Tronics can handle the record-keeping job on more than 5,000 accounts a day. Preliminary studies made by the bank indicate that the cost of each cheque-sorter is justified by the increase in capacity and efficiency, which should return the investment in less than two years.

Under the new system, every special cheque account customer has an account number which is printed in magnetic ink at the bottom of the cheque. The sorter will read the numbers and place the cheques in sequence.

The equipment can handle cheques of varying size and thickness as well as documents that have been mutilated by numbers and place the cheques in sequence.

The equipment includes a unit which verifies electronically that a transaction is posted to the correct account. The book-keeping machines alert the bank when an account is overdrawn or when there is a "stop payment" order, or when an account has been closed.

**CHEQUES NOW PROCESSED BY ELECTRONIC DEVICE**

Jerusalem Post Reporter

THE first electronic cheque-handling system in New York City was put in operation this week by the Chemical Bank of New York Trust Company, fourth largest Trust company in the United States. The equipment will sort the cheques, post them to the specific customer's account, prepare his monthly statement and turn over to the bank — all electronically. It will also automatically calculate the consumer's new balance, which is expected to be the first step towards the possibility of book-keeping errors.

The new system includes an electronic sorting machine, developed by Messrs. Pitney-Bowes and the National Cash Register Company, which sorts 5,500 magnetically encoded cheques an hour — 12 times faster than the former manual operation. The installation at the Chemical Bank of New York Trust Company also includes two NCR electronic book-keeping machines, called Automated Post-Tronics, that will enable an operator to handle seven times as much work as previously with the mechanical equipment. Each of the Automated Post-

Tronics can handle the record-keeping job on more than 5,000 accounts a day. Preliminary studies made by the bank indicate that the cost of each cheque-sorter is justified by the increase in capacity and efficiency, which should return the investment in less than two years.

Under the new system, every special cheque account customer has an account number which is printed in magnetic ink at the bottom of the cheque. The sorter will read the numbers and place the cheques in sequence.

The equipment can handle cheques of varying size and thickness as well as documents that have been mutilated by numbers and place the cheques in sequence.

The equipment includes a unit which verifies electronically that a transaction is posted to the correct account. The book-keeping machines alert the bank when an account is overdrawn or when there is a "stop payment" order, or when an account has been closed.

**U.S. Trade Deficit Seen Permanent**

NEW YORK — DESPITE the marked improvement in U.S. exports, figures for the first quarter of 1968 support the estimate of another deficit of \$2,000m. in America's balance of payments over the current year, and no basic improvement is considered probable as long as the present disparity between American and other wage levels prevails. A survey recently published by the Banque de Bruxelles refutes the theory that European recovery has led to this disparity to diminish. On the contrary, while average unit labour costs in the U.S. increased by three per cent between 1963 and 1967, they declined by 15 per cent in the Common Market countries over the same period, due largely to the progress of automation production and modern manufacturing methods.

**"YAIR"** Lighting Engineering Co. Ltd. 3 Rehov Levanon, Tel Aviv, Tel. 6312.

Design and manufacture of all lighting equipment.

Commercial • Industrial • Public buildings • Offices • Outdoor. Well planned lighting increases efficiency in all fields.

Special consultation and design department at the service of our clients.

## View-point, Not Mechanization Alone Revolutionizes Office Administration

By RAYMOND MATLEY,

Technical Director of the British Institute of Office Management and I.L.O. Expert in Office Machinery.

IT has been argued that the office contributed nothing to productivity inasmuch as it merely recorded what the business itself had produced. To those engaged directly in the manufacture of the office as a "necessary evil," its responsibility for the savings in time and money owing and paying money due, as well as keeping the books of account, did little to further the actual day-to-day business of production.

Since then changed economic circumstances have caused a revolution in the role of the office which is not generally recognized. The reasons for the change lie in the complexity of modern life, as they industrial, commercial, or governmental. In the past, manufacture was generally from a limited number of materials, often ob-

tainable locally, and marketing was in a limited field. Now the manufacture of, say, an automobile or an aeroplane draws material from the five continents. Many businesses are involved in making its components and the finished production may be sold and serviced all over the world. This has created a need for accurate forecasting of the demand for the product; a unified, flexible plan to meet the demand; and close coordination of the industrial, financial, administrative and sales side of the business to carry out the plan.

In the sphere of government, there has been a comparable increase of the control and coordination of affairs. The greater the complexity of the degree of specialization, the greater the need for coordination. Such coordination can only be achieved by establishing a system through which information essential for rapid decision-making can be collected, analysed and distributed over all areas of responsibility. It has fallen to the office to provide such a system.

**Primary Function** — At first glance, it might appear that the "new" office and the revolution which brought it into being is the result of mechanization. While it would be foolish to deny the important part which mechanization has played in the revolution, mechanization was not the revolution itself; no fundamental change would have taken place if management had been satisfied with a greater number and faster production of records of the traditional type. The real revolution was a change of view-point, a reassessment of the primary function of the office. Management accounting played a part in this re-

orientation by looking forward instead of back, making it at least as important to foresee, and to remedy the possible assembly hold-up of next month, as to know the company's profit for last year. The new function of the office means that every office document should be regarded not so much as a vehicle of information as an instrument of policy or action. The purpose of any office system of records may be summed up as follows:

(1) To enable the local executive to get his business done as efficiently as possible; (2) To enable the executive to prevent loss to the extent that he and his superior consider practicable; (3) To enable him to make reports to his superiors on the conduct of the business; (4) To enable the books of account to be kept and to provide statistical returns produced.

**Order of Priority** — This view places the traditional function of the office last on the list. The statutory requirements become the "necessary evil," not the office itself, for whose work statutory requirements should be merely incidental. A change is more than a change of emphasis. It is a vital change inasmuch as (1), (2), (3) represent a direct contribution to productivity. How effective that contribution will be obviously depends upon the efficiency with which the records are produced and fulfil their declared aims.

Such then is the dynamic role of the modern office. How capable is the average medium-sized concern of carrying it out? In many European countries about half the industrial and commercial undertakings have made a great deal of starting, the majority of them through simple neglect.

**Stocks and Commodities** — Prices fall — Cheer Up in Tel Aviv

DURING the first two days of the week there was a downward tendency in the Tel Aviv Stock Exchange. Prices dropped heavily in some cases. On Tuesday buyers appear to have returned to the market to pick up some equities at the lower levels and prices began to recover. On Wednesday a sharp advance took place and in several instances all previous losses were wiped out and new high peaks reached. Bank Leumi went up with the right, and the prices of the shares advanced. Bank Leumi investment appear to have been in favour, probably on account of the new issue of IL200,000 of new shares allowing present shareholders to acquire one new share at IL20 for every four shares held. Other firm spots were provided by Ata, Africa Palestine Investment, I.L.D.C. Palestine Potash, Moller and others.

According to reports a 12.2m. floatation of Zim Navigation Company 6 per cent Debentures is to be expected. Each debenture will be linked to the dollar and half to the index and convertible into 7 per cent Preference shares on which the interest is to be linked to the dollar. Another issue expected shortly is IL2.5m. of Phoenix Preferred Ordinary shares. It appears that there is interest in it.

On the free market the oil shares were steady with Naphtas at around IL1.80 per share and Lapidot at around IL4.

**Losses in New York** — RECENT political developments made for considerable losses to the industrial equities on Wall Street. Although

of the office function. By the time they discover what is wrong with the business it is too late. In the field of pure administration, whether public or private, failure to appreciate the true function of the office usually shows itself in clogging paper work, ill-coordinated procedures and staff indifference.

**Assisting Management** — The establishment of an efficient, comprehensive, office service cannot be achieved overnight, and will not be achieved at all unless time, money and thought are given to the only means by which such a service can be established. The means are good organization, sound methods, proper form, suitable equipment and competent staff. But such means will only be created in an undertaking which has people trained to assist management in their work.

The recent history of countries, whether of long or short administrative and industrial experience, has proved beyond doubt that the great value to be derived by an expanding, changing enterprise from the work of staff specialists, connected full-time with organization and methods improvement.

Just as a complete, efficient, office service cannot be set up overnight, neither can a fully creative organization and methods service, requiring as it does staff of high calibre, trained to perform it. But investment in such training, followed by active support of the programme of investigation, is one of the most progressive measures of management.

make of the clerical service a major management tool and permit thereby the office to make a great contribution to the productivity of the business.

European Stock Exchanges suffered from a decline on account of the tension between the Soviet Union and the U.S. and developments in the Belgian Congo. An exception to this trend were leading Congo and Katanga issues which were in demand on the Brussels forward market, probably in expectation of an improvement in the Congo situation.

Strong conditions were reported in the copper sector of the commodities market in London, on reports that the Katanga and Congo mines were closing down. Cash copper stood at 285 per ton, some 110 higher in two days.

By arrangement with I.L. Freshwater Bank Ltd.

385.8 on July 12 after 386.9 on July 11, while kafrin stood at 68.5 after 67.9.

**New Technique for Ancient Craft**

AMONG this year's Productivity Prize winners, the one given to Mr. Zvi Jeseraky rewards personal perseverance over a number of years. He is now Technical Director of the Gushik glass plant, but in actual fact he founded the plant back in 1934. His family were among the few Polish Jews who had been in glass manufacturing for three generations, in fact.

The Arab disturbances of 1936-39 brought Mr. Jeseraky's plant to bankruptcy and he sold it. When World War II broke out, the plant began to prosper, and he was asked by the new owner to return as Technical Director. A few years later, the permanent staff clubbed together and bought out the plant, converting it into a co-operative. It now has 80 members and employs 100 workers.

Mr. Jeseraky's invention is a hand-operated rubber pump for shaping fine drinking glasses. Until he produced his

instrument, the shape of the drinking glass was produced by blowing through a long tube. This was extremely unhealthy, for 30 workers might be employed in that section of the glass plant, but so that if one member of the staff had a cold, it would spread to his workmates. Mr. Jeseraky worked on his invention until he had perfected a two-way valve which could be manipulated with ease.

This innovation at first caused trouble with the workmen, because up till then the glass blowers had been regarded as the most select of the plant's personnel, doing the most complicated job; but with the new instrument, any worker could learn to produce the finest drinking glass. The opposition was soon overcome, however, and since its introduction a year ago the invention has saved the firm IL100,000 and output has risen by 12.5 per cent.

MARK SEGAL

## PAPER WORK PILING UP!

When paper work piles up, reducing office efficiency, it is time to consider mechanizing your paper work. You can do this immediately through the unique data processing services of IBM Data Processing Bureau. At IBM Service Bureau, you can employ the services of IBM Data Processing machines to do your accounting and statistical work. Your work is done fast, accurately, and at reasonable cost. You pay only for the time needed for your job. And you know your costs in advance. Whether your business is large or small, you can obtain this data processing service whenever you need it... for regular or routine paper work, for special jobs, and in emergencies. For more details, contact IBM, who can explain how data processing service can benefit your particular business.

**ALL-PURPOSE SHELF FURNITURE**

This attractive wooden shelving unit for highly convenient and efficient storage — for beauty and a pleasant atmosphere in every room.

Can be adapted to all types of rooms in Office • Home • Archives • Factories • Shops • Drawings

Our branch offices are at your service:

Jerusalem: Ashdod Ltd., 4 Agrippa Way, Agripa Bldg. (Central), Tel. 3354.

Haifa: Schumacher & Reich, 30 Rehov Haatzma, Tel. 6474.

Tel Aviv: Ashdod Ltd., 171 Disengoff, Tel. 3470.

LUNDIA in Israel Ltd.

**ONIAH PLATINUM Metal Back**

The carbon paper with the metal re-inforced back — is quite the best product so far.

It costs a little more because it is worth more. Like "Igal" Carbon Paper it, too, is a high quality product. This thin carbon paper gives you a larger number of carbon paper copies, thanks to its metal back.

It is so convenient to handle, and the copies are all clean: that is why users prefer.

**ONIAH PLATINUM CARBON PAPER**

Other high quality Oniah products include: Stencil Correcting fluid; Duplicating Ink; Typewriter Ribbons; IBM Continuous Forms.

**M. ADLER PRESS**

Printers of Professional Manuscripts

Tel Aviv, 26 Rehov Parets, Tel. 64406

**OFFERS**

- ★ SELECTOR Punched Cards
- ★ VISIDEX Visible Cards
- ★ ADEX Visible Index Cards
- ★ DU-CO Copy System

Please contact us for Consultation and Advice

**"YAIR"** Lighting Engineering Co. Ltd.

3 Rehov Levanon, Tel Aviv, Tel. 6312.

Design and manufacture of all lighting equipment.

- Commercial
- Industrial
- Public buildings
- Offices
- Outdoor

Well planned lighting increases efficiency in all fields.

Special consultation and design department at the service of our clients.

**IBM SERVICE BUREAU**

When paper work piles up, reducing office efficiency, it is time to consider mechanizing your paper work. You can do this immediately through the unique data processing services of IBM Data Processing Bureau. At IBM Service Bureau, you can employ the services of IBM Data Processing machines to do your accounting and statistical work. Your work is done fast, accurately, and at reasonable cost. You pay only for the time needed for your job. And you know your costs in advance. Whether your business is large or small, you can obtain this data processing service whenever you need it... for regular or routine paper work, for special jobs, and in emergencies. For more details, contact IBM, who can explain how data processing service can benefit your particular business.

**ALL-PURPOSE SHELF FURNITURE**

This attractive wooden shelving unit for highly convenient and efficient storage — for beauty and a pleasant atmosphere in every room.

Can be adapted to all types of rooms in Office • Home • Archives • Factories • Shops • Drawings

Our branch offices are at your service:

Jerusalem: Ashdod Ltd., 4 Agrippa Way, Agripa Bldg. (Central), Tel. 3354.

Haifa: Schumacher & Reich, 30 Rehov Haatzma, Tel. 6474.

Tel Aviv: Ashdod Ltd., 171 Disengoff, Tel. 3470.

LUNDIA in Israel Ltd.







## Ten New Consumer Cooperatives Planned in Tel Aviv District

By MOSHE ROSEN

TEN brand-new consumer cooperatives are planned in the Tel Aviv district, with an anticipated total sales turnover of IL1.5m. per month, will soon swell the rapidly expanding consumer retail network in Greater Tel Aviv, Holon and Bat Yam, to catch up with the spectacular rise in their population and the growing demand for better retail service. These modern emporia will have as their main feature a greatly improved self-service system copied after the latest American models. Unlike most existing cooperatives, which rely mainly on groceries and greens, the new marketing centres are planned to cater to practically all consumer needs.

The shift in popular consumer tastes in the Tel Aviv area, which is the nation's leading shopping centre, could not but affect also the consumer cooperative movement, an offshoot of the Jewish Labour Federation dedicated to fair business practices and maximum public utility. Riding the tide of Israel's growing economy, it soon entered the list to compete with the privately-owned retail trade for the buyer's favour. Modern department stores were set up, and new marketing methods have become the order of the day — though not without a great deal of lifted eyebrows from some labouring veterans of the Movement's pristine aspirations at modest self-sufficiency still set the standard.

**Streamlining Cooperatives**

The new expansion campaign of the Cooperative Societies of Tel Aviv, Ltd., is only part of a general drive to refurbish the entire cooperative retail network in the Tel Aviv area. A third of the 20 consumer stores out of a total of 60 in the area will have to undergo a radical face lifting to keep in business and contribute to the Societies' further expansion.

The plan also calls for the shutting down of several stores which make up only 10% of the entire sales, because nothing can be done to bring them up to the desired standard, they being locked in old makeshift premises which were once regarded as a temporary expedient. At present they are a drag on the Societies' resources and the sooner they are disposed of the better. Their plight is to a great extent a corollary of the mass emigration from old residential quarters to outlying suburbs and housing projects which dot the countryside around a sound economic basis without which no business enterprise can hope to exist for long, the consumer cooperative relies for its success on intimate ties with its membership, with the public. The Tel Aviv consumer cooperative Societies although run by effi-



The Bargains of the week at the Shefa Chen Supermarket at Kikar Dizengoff, Tel Aviv. The baskets containing bargains are the weekly attraction for housewives. Hidden microphones pour soft background music into the shopping area.

cient and public spirited executives have yet much to do in this respect. Not all branches have active management, not all their patrons are registered members and not all their members are regular clients. The open-door policy practised by many branches is much to blame for this state of neglect. To remedy the situation, the Societies' Board of Directors is planning to tighten its control on the activities of the individual stores with regard to the enforcement of share distribution, of members' meetings and the election of local managers. The interests of the buying public is and has always been the prime consideration of the consumer movement.

The Tel Aviv consumer cooperative society is the largest in Israel. Its sales are expected to reach the imposing figure of IL13-14m.

## Dignity of Marketing Gains Recognition Here

By EFRAIM LIFSHTZ

MAS production and far-reaching mechanization have justly regarded as the mainstays of national prosperity. More and more countries all over the world, including Israel, are becoming alive to the potentialities of modern industry and technology. However, the thought is devoted to the other aspect of modern economic life, that of the marketing of goods and services. The United States is the only country in the world in which the marketing process has been elevated to a dignified position in the scheme of things so much so that it occupies the attention of a vast body of researchers and is up to university le-

vel. The art of selling has been developed in that country to a peak unparalleled in history and good salesmen have become a national virtue admired by the rest of the world. It may truly be said that the entire economic edifice of the United States rests upon the successful working of the sales mechanism which disposes of the ever increasing volume of industrial output through millions of individual outlets, vying with each other for a greater slice of the distribution cake. This naturally leads to a perfection of methods and installations, especially in the thriving shopping centres on the East and West coasts.

The Israel cooperative movement has not been slow in awakening to the spirit of the times which of late caught up also with this country. More and more consumers are turning away from the old-fashioned grocery shop to patronise the

glossy retail establishments which have sprung up in various parts of the country. All of these department stores have one thing in common and that is the service-yourselves system which makes for both greater buying comfort and bigger sales. A study group representing various branches of industry and commerce has recently returned from the United States and Europe and its findings will be used to improve local retailing practices in the light of foreign successes and failures.

It seems that the prevalent view towards supermarkets, which has been a hangover from the 'thirties, has been caught on in the West End; while in New York it is the chief of materialism, there has been an increasing emphasis on the sale of goods and services. Frank Loesser, New York's 'Rocky and Dolley' has recently turned out a pastoral opera set in a timeless rustic community called Greenwillow; last year's Pulitzer Prize for drama went to a verse play based on the Book of Job; and even Paddy Chayefsky, unless he has taken to writing poetry. What has happened is a process of exchange. We have adopted some of Broadway's discarded ideas, and Broadway has adopted some of ours.

The result, on the whole, has been our gain. I say this with a distinct twinge of embarrassment, for the reviewer in New York, it has not been easy for me to be candidly critical of the 1965-66 season, universally regarded as the drabdest in decades — without feeling rather like a week-end guest who responds to his host's hospitality by sneering at the linen. All the same, I do not think it deniable that English intellectuals are more in the vanguard of the theatre than they were five years ago, whereas American intellectuals are just as disenchanted as they always were. Professor Lionel Trilling has lately said that the theatre repels him except when he goes to the opera, or to a musical show, or to a good stylish performance of, say,

the 'The Merchant of Venice'.

The paper writes:

"Some of these families are living in pitiable conditions, many of them without adequate means of support, and they complain bitterly that they are given the most inadequate picture of conditions here by their relatives or friends who obtained the entry permits for them."

"They have found that reasonable accommodation is even harder and more expensive to obtain here than in Israel, hard-pressed as it is by tens of thousands of new immigrants, and they find that their lack of English and other circumstances weigh heavily against their integration here."

"Those who have children find that their children are most unhappy here and clamour to return. Those who have a trade or skill are finding that their pay here is no higher (in comparison with the standard-of-living) than the pay of a worker in Israel. A tradesman if he does get a job, and earns between \$15-20 a week, has no hope of obtaining the accommodation he had in Israel or of providing the health and other amenities for his family which he had in Israel."

"Many of the emigrants applying to return to Israel state that there are more Australian women working to give their families a reasonable chance of health and security than there are men working for the same purpose."

However, shelves and counters alone do not make a successful supermarket; along with them must go untiring devotion and know-how. And, most important, we must train ourselves to regard the customer's wishes as decisive and adapt our entire approach to suit his fancy. I.e. we must become customer-minded in the best American tradition, American advertising, which at times seems to us grossly exaggerated and blatant, plays an important part in American economic life and should not be underestimated. Both industry and trade, especially its retail end which confronts the purchasing public face to face, must learn to work under the new conditions generated by mass production.

The Consumer Movement should never lose sight of its original principles, always be first in efficient service and price reduction. Only then can it aspire to reach its avowed aim of making a good half of Israel's retail trade.

THE CONCLUSIVE PROOF OF THE SUCCESS OF OUR SERVICE, BASED ON PERSONAL UNDERSTANDING AND THOROUGH KNOWLEDGE

KUPATH MILWE

HAOLEH

CO-OPERATIVE SOCIETY LTD.

TEL AVIV: TEL AVIV 5200 • JERUSALEM: 2224 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM: 5204 • RAFA: 5204

BE'ER SHEVA: 5204 • RAMAT GAN: 5204 • RAFA: 5204

HAIFA: 5204 • TEL AVIV: 5204 • JERUSALEM: 5204

TEL AVIV: 5204 • JERUSALEM















